



Enhancing the Retention of Army Noncommissioned Officers

John E. Peters, John D. Winkler, Herbert J. Shukiar

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The objective of the noncommissioned officer (NCO) leader development workshop conducted by RAND Arroyo Center and the U.S. Army Sergeants Major Academy in April 1997 was to identify the assumptions underpinning the Army's current NCO leader development mechanisms and evaluate the robustness of those assumptions. The analysis clearly points to improving fast-tracker E5/E6 mid-career retention as having a higher impact on the force structure than selectively relaxing E7/E8 RCPs. Improving the retention behavior of mid-career fast trackers in hard-to-retain or high-tech military occupational specialties focuses on the NCOs the Army wants to retain. The fact that their retention behavior mirrors that of their at- and below-grade colleagues should make them prime targets for retention-improvement efforts. Such efforts should include accelerated education opportunities, improved self-development venues, and financial incentive.

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